MANAGEMENT OF TRANSPORT SECTOR IN HIMACHAL PRADESH WITH SPECIAL REFERENCE TO HRTC

A
SYNOPSIS

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INTRODUTION:

Road transport plays a vital role in the process of economic development of any state. In hilly states it is considered to be the lifeline of the people. In Himachal Pradesh where the other transportation means are negligible, the road transport acquires added significance, which has changed the life of the people of the state since its inception.

Bus services were first introduced in Himachal Pradesh by a private company named lord color on Mandi-Pathankot route in the year 1960. Subsequently the king of Mandi state formed Mandi state transport and introduced bus service on the Mandi-baijnath route inside 1945 & 1946 some transport services were started by feudal governments in different district of Himachal Pradesh. Subsequently, several private operators started operating bus services in different parts of Himachal Pradesh; however, the growth in the number of buses in the private sector was very much restricted up to 1950. The process of nationalization started long after the framing of the road transport corporation act, 1950. The Himachal road transport corporation was established by the govt. Of Himachal Pradesh on September, 1974 under section 3 of the road transport corporation act, 1950 (act LXIV of 1950), by renaming the then existing Mandi-Kullu road transport corporation constituted as per Punjab government in 1958. This was done with a view to taking over the management of the public sector in the Pradesh and for ensuring an efficient & an economical system of road transport services. The management of the erstwhile Himachal government transport was taken over by the H.R.T.C w.e.f 2.10.1974.

Ever since its inception Himachal road Transport corporation has played a dominant role in the social & the economic development of the state. Himachal road Transport Corporation has developed a bus route network in the remote & inaccessible areas like Lahaul-Spiti, Chamba, Kullu, Kinnaur, Sirmour and keylong. Besides providing passenger transport services in the state for providing passenger transport service in the state, HRTC had been operating goods transport services for providing food & essential commodities to the remote corner of the state even where private truck owner hesitated to go. HRTC has undoubtedly played a major role in the economic development of the state.

In comparison to other states, due to hilly terrain, Himachal Pradesh is not served by a rail network, except for the narrow-gauge trains operated between Kalka-Shimla & Pathankot-Joginder Nagar. Road infrastructure in the state is increasing which has increased the demand for transport. Thus, passenger transport in the state is totally dependent on road transport, and within the given resources H.R.T.C is successfully conditioned; not only Uttranchal, Jammu & Kashmir and Rajasthan.

At present H.R.T.C has 23 operational units functioning in the Pradesh. The operation of the corporation are being controlled by four division offices functioning at shimla, mandi, dharamshala & hamirpur as well at Dharamshala are functioning and denomination ticket cell at taradevi is providing tickets and stationery to the different units in the corporation has two bus body fabrication units at parwanoo & second one at jassur (kangra distt.) these bus body fabrication units, preparing the body of the buses, reconditioning of old bus bodies, retreading of tyres & impart training to the employees of the corporation, while divisional workshops doing the job of engine

overhauling & responsible for the supply of the engines, fuel pumps etc. to the units falling in their operational jurisdiction. The objective of the corporation is to provide better transport service to the people and the corporation is doing its best to achieve this objective. Free traveling facilities are being provided by HRTC buses to padamshree awards, Ex. MLA's/MP's freedom fighters & their spouses, war wisdoms & handicapped persons. Concessional traveling is available on the basis of the corporation to government employees, students & police personnel.Since the year 1975, HRTC has a three tier structure. The corporate office in Shimla controls four (4) divisional offices located in Shimla, Mandi, Hamirpur & Dharamshala. These division controls the regional offices (depots) under them.

HRTC Infrastructure include the following:-
a). One corporate office,
b). 4 Divisional offices (Shimla,Mandi,Dharamshala,Hamirpur)
c). 27 Depots
d). 4 Divisional workshops
e). 3 Bus body building units
f). 23 Regional workshops
g). 7 Driver training institutes (Jassur,Mandi,Taradevi,Hamirpur,Chamba,Sarkaghat and Kullu)
h). 3 Tyre pre-cure re treading plants at Mandi,Parwanoo,Jassur.

GROWTH OF HIMACHAL ROAD TRANSPORT CORPORATION

Himachal road Transport Corporation came into existence on 2.10.1974 upon the merger of Himachal government transport, which was established in 1949, and Mandi Kullu road Transport Corporation established in 1958. This corporation was established in deference to providing of efficient, adequate, economical & well-coordinated passenger transport services in the H.P area were the main objectives of the corporation. Within Himachal Pradesh, the corporation caters to the major recruitment of the people.

The strength of buses in 1974-75 was 733, which has now increased to 1957 in 2014-2015. Similarly, there is a considerable increase in the number of routes; it has increased from 379 in 1974-1975 to 2122 in 2014-15. The number of divisions was zero in 1974-75 which has risen to 4 in 2014-15 located in Shimla, Mandi, Dharamshala and Hamirpur. The number of despots has also risen from 15 in 1974-75 to 23. The staff strength in 1974-75 was 3500, which has increased to 8635 in 2014-15.

PRESONNEL ADMINISTRATION:

Organizations are the blueprint for human activities, but they do not begin to function until people have been recruited to fulfill the specified roles & to provide the specified activities. Therefore, the first and perhaps the major psychological problem of any organization is how to recruit employee, how to allocate the term to jobs for most effective role performance.[1] it is no gainsaying, therefore, that the success of any organization. Depends largely on the satisfactory execution & implementation of policies

& programmer commensurate with the skill, Capacity, and enthusiasm of the personnel in an organization.

PERSONNEL MANAGEMENT:

It has been rightly said that the most important resource in any society, rich or poor is the brain of men. This is the more reason why this invaluable resource must be well protected, developed & fully utilized for positive purposes. This ingredient in any plan for the improvement of public administration, particularly, in the public corporation determines both the quantity & quality of performance.

It is the strong view of personnel administrator and top manager that personnel administration is a line management responsibility, but a staff function.[2] Their contention is that if personnel administration is the effective management of human resources-is a line responsibility, then the staff function can be advised or counseling, service & control.[3]

It is with this in view that the personnel administration of such organization like a Himachal road Transport Corporation. Which plays a pivot role in the development of the economy of the state through the provision of transport facilities in the Pradesh is discussed.

CAREER SYSTEM IN HIMACHAL ROAD TRANSPORT CORPORATION

POSITION CLASSIFICATION:

The term 'classification' means grouping together of persons or things on the basis of some common essential characteristics, however, in personnel administration, classification means grouping together of past into broad classes on the basis of their duties and responsibilities.[4]

RECRUITMENT:

Recruitment is one of the important functions of personnel administration. It is the process of searching for prospective employees & stimulating them, to apply for jobs in the organization.[5] the essential feature of good recruitment demands that the demarcation of specialized jobs based on various abilities & skill should be clearly split out.

PROMOTION:

It is the advancement of an employee to a better job in terms of greater responsibilities more prestige of status, greater skill & especially increased rate of pay or salary. Though the promotion exercise must rest upon a job analysis program, yet the question that still remains Is that on the basis of selecting candidates for promotion, the two bases that emerge are 'seniority' and 'merit'.

TRAINING:

Training is the process of aiding employees to become more effective I their present & future work by inculcating in them appropriate habits of the thought and action, and by the development of the necessary skills, knowledge & attitudes.

GOVERNMENT ROLE AND INITIATIVES IN TRANSPORT SECTOR

POLICIES AND PROGRAMMES

The Government of HP made its first attempt in terms of a transport policy in 2004 wherein a comprehensive transport policy was launched for the state by the Department of Transport, Govt. of HP. The 2004 policy focused on spread of transportation network in rural areas, introduction of IT in transport operations, introduction of e-governance, etc. Though little progress had been made, an updated version of the policy was launched recently in 2014. The new policy highlights the sectoral needs, key issues and sets the priorities of the government to deal with the transport related issues in the state. The policy aims to develop transport infrastructure that makes mobility safe, comfortable and affordable. Green Growth and Transport in Himachal Pradesh

The policy also emphasizes on the adoption and further use of policy of 60:40 (requirement of 60% rural areas) in formation of new routes in the state so as to spread the transportation network further in rural areas. A need for systematic collection of accident data in minute details in terms of type of vehicle and its details, along with the driver, owner and other parameters is also highlighted. For effective implementation of the policy, a need for regular monitoring and evaluation is realized.

Several programs have also been launched by the national government from time to time that provides funding assistance to the state government for development/provision of transport infrastructure and services. Ministry of Urban Development launched the Jawaharlal Nehru National Urban Renewal Mission (JNNURM) in 2005 with the objective of developing basic infrastructure in 63 cities of India in which urban transport was an important component. In Himachal Pradesh, only Shimla, being the state capital was selected to be included in the Mission. The pattern of funding for HP was in the ratio of 80:10:10 between Government of India, the State Government and the local Municipality. Improving the current transport system to deal with the traffic related problems in Shimla was one of the priority areas under the JNNURM wherein projects identified included widening and strengthening of major and arterial roads; construction of bye-pass roads, tunnels, overhead bridges and subways, etc.; development of alternate modes of transport

ONGOING/FUTURE PROJECTS

Transport has long been high on the agenda of the state government. The large investments planned in the sector indicate the strong commitment of the HP government in developing a well-developed transport system. Under the Twelfth Five Year Plan, nearly 21 % of the total proposed outlays focus on the transport sector, a little more than 15 % of the total outlays under the Eleventh Plan. The Annual Plan 2013-14, the second year under the Twelfth Plan period (2012-17), also gives second priority to transport and communication sector with a proposed outlay of INR 865.14 crore (21.10 %) to link

feasible villages with motorable roads and maintenance of the existing infrastructure (Draft 12th FYP (2012-17) & Annual Plan 2013-14).

For the benefit of people the following schemes remained in operation during the year2014-15:-

(i) Yellow & Smart Card Scheme:- To attract passengers, marketing schemes such as Yellow & Smart card has been introduced by the corporation.

(ii) Volvo Luxury A.C. Buses:- A fleet of 12 new Volvo and 20 new deluxe AC buses have been introduced.

(iii) Green Card Scheme:- Green Card Scheme has been introduced by the corporation w.e.f November, 2013. Under this scheme, the green card holder is allowed 30% discount in fare if the return journey undertaken by the passenger is more than 40km and less than 60 km.

(iv) Free Facility to Students of Government Schools and other categories: The students of Government schools up to +2 classes have been allowed free travelling facility in HRTC ordinary buses w.e.f 01.04.2013.

(v) Taxi Services in Shimla Town: To provide transport facility to Senior Citizens, patients, handicapped, children and public on the restricted roads of Shimla town, taxis are being plied under the operation of HRTC.

(vi) On Line Booking: HRTC has started on line booking of its buses. Passengers booking tickets online five days before the journey have been allowed 5% discount in fare.

(vii) Construction and expansion of bus stand:

(x) A 24X7 Helpline: A 24x7 helpline service has been introduced to resolve the complaints and problems of passengers.

OPERATION AND OPERATIONAL JURISDICTION

Himachal is geographically so situated that it has got three different region viz. High hills of inner Himalayas, mid Himalayan ranges and foothill plains. The inner Himalayan ranges have the least population density, whereas it increase as the highest decreases begin well populated in the foothill palings thus, traffic density is accordingly dictated and so is the road network. The operation of HRTC expended as the road network expanded in the last 50 years leading to expansion in its fleet.

The hardship that the HRTC encountered was that its operation expanded more in the far flung areas and on newly constructed roads which led to less utilization of stock, higher expenses on operation and fewer yield in revenues case in example, is the HRTC operation in tribal areas of H.P, namely, district of Kinnaur, Lahaul & Spiti and Pangi and Bharmour subdivision of Chamba district. During the early sixties, disassembled keeps were taken across the Rohtang pass at 13,000 feet height, reassembled within the valley and then operated as bus inputs for operation like fuel, spare parts were carried on human backs to the valley. At present, though a road exists across the Rohtang pass, which closes to traffic from October to June whereas the valley remains open for operation till December and reopen for operation in April. Thus, around 14 vehicles are standard in the valley from December to April without any Operation.

To quantify these benefits that accrue to the people is a matter of study, however; indicators of level of education, access to health services, etc. are evident from the statistical figure published by the state government.

The operational jurisdiction of the corporation is divided into four Divisions at Shimla, Mandi, Hamirpur and Dharamshala have 23 depots of which 3 are located at Shimla and rest are in Rampur, Reckongpeo, Solan, Nahan, Bilaspur, Una, Dehra, Nalagarh, Hamirpur, Sundernager, Sarkatghat, Kullu, Mandi, Keylong, Baijnath, Palampur, Dharamshala, Pathankot and Chamba. These depots are supervised and controlled by the regional managers.

Besides its operation in the entire Himachal Pradesh including tribal districts of the state, HRTC operates its buses in neighboring states of Punjab, Haryana, Rajasthan, Uttar Pradesh, Jammu & Kashmir, union territories of Chandigarh and Delhi further, it has acquired distinction to ply its buses cross through the three worlds highest mountains passes namely; Bara-Lacha, Kunjum, Rohtang. HRTC is plying its buses in the remotest area of the Pradesh, which includes kucchha and dangerous roads, where private operators hesitate to ply the buses

HRTC is operating four types of buses, namely, ordinary buses, high-tech buses and luxury coach air conditioned buses high tech buses are equipped with latest comfortable hi-tech seats. These buses are plied on long and interstate route on an ordinary fare to provide the passenger's economic comfortable journey. HRTC is operating deluxe buses to and from Delhi from Shimla, Mandi, Dharamshala and Palampur. These buses are equipped with luxury push back seats. HRTC is operating a luxury coach air conditioned buses to and fro Delhi from Shimla, Manali and Dharamshala. These buses are equipped with latest and comfortable facilities to the passengers.

STAFF NORMS:

Since the inception of HRTC, the staff from Mandi Kullu
Transport was absorbed in HRTC. The corporation has fixed the norms for the staff of each category as depicted in the table.

Staff norms in HRTC

Sr .No.	Description
1.	Drivers
2.	Conductors
3.	Inspectors
4.	Administration
5.	Workshop
6.	Store
7.	Other

REPAIRS AND MAINTENANCE

From the very inception of the corporation,

There was only a single line repair and maintenance system at the depot level, which include minor as well as major repairs and as HRTC grew, the management of corporation introduced two tier systems to improve the quality & to reduce the inventory.

POLLUTION CONTROL MEASURES:

For environmental protection, The corporation has taken the steps, including adding only 1312 & 1512 model TELCO make vehicle fitted with turbochargers to ensure minimum emission of smoke. Progressively, the corporation is installing oil treatment plants in its different workshops to ensure that the effluents from the workshops do not pollute the surrounding water drainage system.

1. SOCIAL BENEFIT MEASURES:

The HRTC has been providing Concession and free travel facilities to the following sections of society:

a.) CONCESSION TRAVEL FACILITIES:

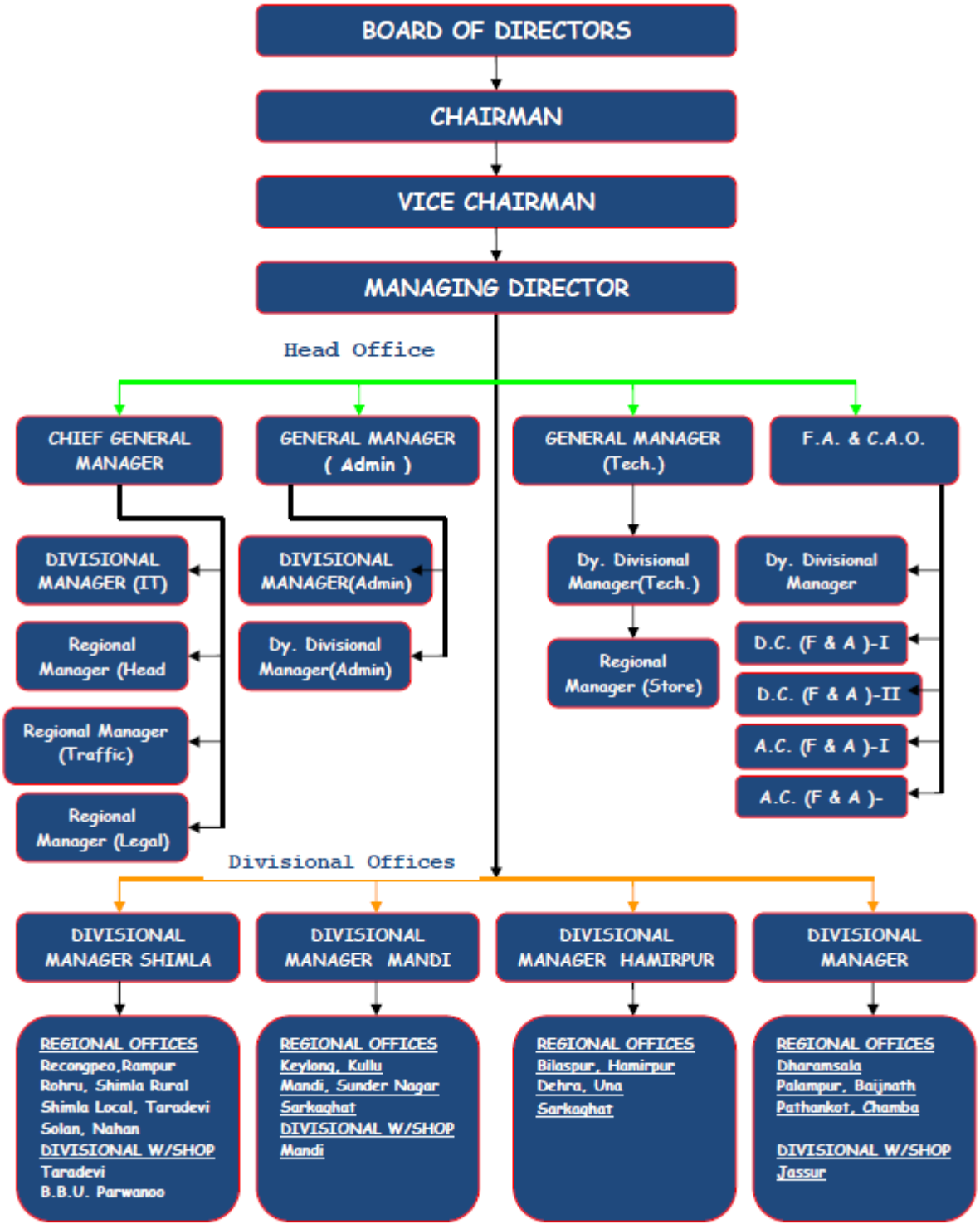
Students of Govt School affiliated to

A different school boards are providing travel facilities from the place of residence to the education institutions against a payment of ten single fares in a month. Students of public schools have also been allowed the same facility as in the case of government Schools but the facility are available against the payment of 30 single fares in a month.

b.) FREE TRAVEL FACILITY:

The categories which are allowed Free travel facilities in the corporation buses include freedom fighters, their spouses and widows & the facility is available for accompanying attendant. Padamshree awardees, press correspondents, gallantry award winner, handicapped, social workers, etc. the corporation are incurring an annual loss of Rs.23.36 crore on account of allowing concession to the above categories

ORGANISATIONAL SET-UP OF HRTC—A CRITICAL REVIEW:


BOARD OF DIRECTORS
CHAIRMAN
VICE CHAIRMAN
MANAGING DIRECTOR
Head Office
CHIEF GENERAL MANAGER
GENERAL MANAGER (Admin)
GENERAL MANAGER (Tech.)
F.A. & C.A.O.
DIVISIONAL MANAGER (IT)
Regional Manager (Head
Regional Manager (Traffic)
Regional Manager (Legal)
DIVISIONAL MANAGER(Admin)
Dy. Divisional Manager(Admin)
Dy. Divisional Manager(Tech.)
Regional Manager (Store)
Dy. Divisional Manager
D.C. (F & A)-I
D.C. (F & A)-II
A.C. (F & A)-I
A.C. (F & A)-
Divisional Offices
DIVISIONAL MANAGER SHIMLA
DIVISIONAL MANAGER MANDI
DIVISIONAL MANAGER HAMIRPUR
DIVISIONAL MANAGER
REGIONAL OFFICES
Recongpeo,Rampur
Rohru, Shimla Rural
Shimla Local, Taradevi
Solan, Nahan
DIVISIONAL W/SHOP
Taradevi
B.B.U. Parwanoo
REGIONAL OFFICES
Keylong, Kullu
Mandi, Sunder Nagar
Sarkaghat
DIVISIONAL W/SHOP
Mandi
REGIONAL OFFICES
Bilaspur, Hamirpur
Dehra, Una
Sarkaghat
REGIONAL OFFICES
Dharamsala
Palampur, Baijnath
Pathankot, Chamba
DIVISIONAL W/SHOP
Jassur

At the corporate office, the managing director is assisted by the two general managers (G.M operations & G.M technical). By studying the day to day work of the corporate office. It was revealed that every decision in the corporate office is taken by the managing director. The transfer of employees, even at the lower levels, starting a new schedule, control of flying squads, is under the corporate office, which in fact should be delegated to the lower level.

The personnel department of H.R.T.C has no identified at all. The function of personnel department out carried out more on an adhoc basis account department is headed by the FA & CAO who is a government nominee.

The divisional offices of HRTC headed by the divisional manager work more or less as a channel between the corporate office & the regional offices. They have no district role to play in the present set up.

HRTC is headed by a board of directors with transport minister as the chairman, managing director is the chief executive corporation

The Himachal road Transport Corporation has a three tier structure. The corporate office in Shimla controls 4 divisional offices located in Shimla, Mandi, Hamirpur & Dharamshala. This division controls 23 regional offices (depots) under them.

DIVISION
REGIONS

1. SHIMLA

a) TARADEVI
b) RURAL UNIT, DHALLI
c) LOCAL UNIT, DHALLI
d) RECKONG PEO
e) RAMPUR
f) ROHROO
g) SOLAN
h) NAHAN

2. MANDI

a) MANDI
b) KULLU
c) KEYLONG
d) SARKAGHAT
e) SUNDERNAGAR

3. HAMIRPUR

a) HAMIRPUR
b) DEHRA

c) UNA
d) BILASPUR
e) NALAGARH

4. DHARAMSHALA

a) DHARAMSHALA
b) PATHANKOT
c) CHAMBA
d) PALAMPUR
e) BAIJNATH

At the corporate office, the managing director is assisted by chief manager, financial advisor and chief accounting officer, and general manager (admin.) the corporate office has different sections:

SECTION	OFFICER INCHARGE
1. Administration (HRD)	G.M (admin.)/R.M (admin.)
2. Account (Banking, Budget, Pension, Fund & Audit	F. A & C. A.O/D.C (F&A)
3. Traffic	D.M (Traffic)/R.M (Traffic)
4. Legal & Labor	D.D.M (L&L)
5. Works/Building	D.M (Tech.) /D.D.M (Tech.)
6. Central Purchase Agency (Store)	D.D.M (Tech.) /R.M (Store)
7. Establishment & accounts HQ	R.M (Hqr.)
8. Computer/Inspection/Statistics	D.M (IT) /Computer Programmer

REVIEW OF LITERATURE

In every research work especially at the doctoral level, review of the work already done in the area has a unique place. It not only helps us in formulating correct methodology but also contributes to the understanding of the concepts in their right perspective and in their spatial and temporal contexts. In view of this overarching importance of the preceding research work this chapter presents a review of literature and seeks to explore the existing research gap.

Tabular form of reviews of literature

Author (S)/year	tittle	Context of the Study	Input/Objectives	Finding

Nadaf (2000)	**Air pollution,noise pollution and transport in banglore city.**	**Bangalore**	**The main source of air and noise pollution in the urban areas**	**observed that any other urban region in the developing world, Banglore is one of most urbanized region with rapidly growing motor vehicle fleet. Airbourne pollution level and noise level in many areas in Banglore have exceeded the national standards. The main source of air and noise pollution in the urban areas is motor vehicle.**
Singh (2000)	**Productive efficiency and its convergence across firms:the case of state road undertakings in india.**	**Tamil Nadu**	**To put forward new information concerning the productive efficiency of the STUs in India.**	**Annual data for a sample of 21 STUs that operating during the period of 1983-84 to 1996-97 are used for the purpose of estimation , he find that there is wide disparity among STUs and are more productive than their larger counterparts. Also ,by and large Tamil Nadu STU seems to be more productive than their counterparts operating of the country.**
Srinivasan (2000)	**Economic feasibility of shore-haul air services in india.**	**India**	**analyzed the air corporation act of 1953 has as one of its objective to develop and extend air transport throughout the length and breadth of the country in view of the fact that it is a public utility**	**Indian airline as per its current operating network has not achieved this objective. Short-haul air service (100-500) kms can help to achieve this objective by providing air service to a larger cross-section of the country's population. Such services not only facilitate commercial and industrial activity but also feed traffic into truck routes and disperse traffic from trunk routes.**

Kamalakar (2002)	**Feul cell technologies.**	**Europe**	**trace fuel cell technologies from evaluation to current research**	**A typical zero emission bus with a fuel cell engine is expected to hit the roads by 2003 in Germany. The specifications are mentioned, However fuel cell is not without problems. Technological challenges as well as infrastructural aspects are addressed, various technology options are discussed.**
Nesamani (2003)	**Sustainable transportation development in hill towns.**	**Darjeeling**	**rising income combined with a greater mobility has increased automobile use in hilly areas**	**Agencies and ill maintained vehicles absence of public transport and traffic congestion has degraded the environment. This paper discusses the critical issues affecting sustainable development and addresses goals of sustainable mobility targeting hill areas**
Naik (2005)	**Performance appraisal of Andhra Pradesh state road transport corporation**	**Andhra Pradesh**	**focus on various other aspects like manpower planning strategies adopted procedures and practices of human resource management at district levels.**	**The study of performance appraisal of (APSRTS) would help to find out the loopholes in the functioning of APSRTS. Secondly, find out that due to lack of proper training of the personnel, their field, they are not able to perform satisfactorily**
Chand (2005)	**Performance appraisal of public road transport undertakings with special reference to KSRTC**	**Bangalore**	**the transportation plays a primary role in achieving industrial and agricultural development.**	**In India, nearly 61% of passenger traffic and 33% of good, traffic are handled by road transport. In 1974-75 road transport contribution Rs.1238 crores of the national exchanges, compared to only Rs. 231 Crores contribution by the railways.**

Somuyiwa (2005)	**Transport demand management:a conceptual appraisal**	**India**	**efficient transport system is perhaps the backbone of any national changes, integrating various regional spaces and enhancing spatial interaction**	**It is perhaps on insufficient and the ineffectiveness of the transport system that characterized most urban centers that the paper advocated an integrative and holistic concept of transport demand management (TDM) at solving urban transport problems. The paper, through the descriptive, analytical method suggested investment in transport infrastructure facilities**
Batta, Pathak, Smith (2008)	**Road transport in Himachal Pradesh:policy option for sustainable transportation**	**Himachal Pradesh**	**transport sector in Himachal Pradesh**	**This paper finds that Transport management in the state is totally out of gear with high congestion at major tourist areas, lack of parking facilities, high rate of accidents and pollution due to vehicular movement**
Kharola and Tiwari (2008)	**Urban public transport systems:are the taxation policies congenial for their survival and growth**	**India**	**public transport systems in cities in India**	**public transport systems in cities in India are largely bus based and operated by public agencies. The performance of these Organizations on the financial front has been rather wanting. Several reasons – both internal and external have often been cited for their unsatisfactory performance.**
Bharatam, Sharma (2010)	**Derived demand for different modes of passenger and freight transportation in india with respect to increasing energy price levels**	**India**	**the price elasticity estimates of different modes of transportation for both passenger and freight**	**the Indian-Economy with respect to the increasing energy price levels from 1980-81 to 2006-07 with aggregate data own cross price elasticity of air, rail, water, other surface transport and inventory levels were estimated.**

Kumar, Hanumantha Rao (2011)	**Capacity constraints on progressing of national highway projects in india**	**India**	**pathetic condition of the transportation sector in India is-à-this developed nations such as US and European countries**	**the pathetic condition of the transportation sector in India is-à-this developed nations such as US and European countries as narrated indicates the genuine requirement of comprehensive reforms required in this arena. Road transport should be given an industry status so that transporters can avail of the benefits of being part of an industry.**
Patikar (2012)	**Performance evaluation of state owned road transport in nagaland**	**Nagaland**	**the performance of the state owned Road transport in Nagaland ,Viz ,Nagaland state transport (**	**This study has thrown lights on the scenario and importance of road transport in the socio-economic and political life of Nagaland, reason for bringing passenger road transport under government ownership that is establishment of NST, its growth and evaluation over a period of fifteen years w.e.f 1987-1988 to 2001-2002.**
Long and Omozuawo (2013)	**The management and adequacy of road infrastructure expenditure for economic growth**	**Nigeria**	**Inadequate transportation limits a nation's ability to utilize its natural resources, distribute foods and other finished goods, integrate the manufacturing and agriculture sectors and supply education, medical and other in infrastructural facilities**	**Nigeria considers the time period from 1980 to 2009 Descriptive analysis was used such as index growth rate based on simple averages on percentage growth on nominal and real values by deflating the nominal value to investigate the secondary data collected from the central Bank of Nigeria.**

Ravibabu and Shree (2014)	**Public transport for Indian urban agglomerations-A strong case for surface rail**	**India**	**central, state and local governments have been investing in public transport infrastructure**	**This paper assesses the viability of surface rail as an urban transit option, and looks at the conditions that would enable its integrations into an urban transit system, while simultaneously meeting the needs of long distance traffic .**
Singh (2015)	**Job satisfaction of the employees in HRTC**	**Himachal Pradesh**	**situation of job satisfaction among the workers of Himachal Pradesh Road Transport.**	**Job satisfaction is the attitude that workers have about their jobs. It results from their perception of the jobs. An organization cannot achieve its goals without workers satisfaction. Workers support is also a very necessary part of the organization. Dissatisfaction of the workers is harmful for the organization and causes lose for the organization. Road transport forms life line of the economy in the hilly terrains, like that of Himachal Pradesh.**
Kaur and Dhar (2015)	**A study of job satisfaction as a predictor of organizational citizenship behavior**	**India**	**job satisfaction is considered as an important predictor of organizational citizenship behavior**	**Job satisfaction is expected to be correlated to organizational citizenship behavior for two main reasons. One is the norm of reciprocity: employees tend to reciprocate the organization that helps them. Another reason is related to psychology: if employees experience a positive situation with their job, they tend to engage in the extra role behavior.**

RESEARCH GAP

The present study will giving emphasis for evaluating the Management of Transport Sector in Himachal Pradesh: A Study of HRTC. The study already conducted on transport in india i.e.;overcoming the obstacles regarding the noise pollution in urban cities also focusing to make an attempt to apart from this problems,further the numerous study regarding STUs on to improve the effectiveness of their services,expansion and proliferation of air transportation,finding in transport sector. The researches conducted on the transport i.e.,qualities competency,job enrichment and others administrative laylot.Upto the area of my research is still witnessing some earnest issue to improvise the transportmechanism upto a reasonable extent. My particular or general issue for

conducting this research is to evaluate and examine the organizational set-up,further to indoctrinate the administrative profile of corporation. This study also making an attempt to consider the financial standard of HRTC upto now and inspecting their services they are rendering in the region.So these issues will be the major finding of my research work.

NEED OF THE STUDY

Public sector in India has always played a vital role in furthering the economic development of the country. It has shown enormous growth in all parts of the country and Himachal Pradesh is no exception to this rule. The rational for the establishment of public sector as a part of social economic policy inherent in the economy. The public enterprises were established in all the sectors of the economy. As a result of emphasizing given in the establishment of the public sector in the Indian economy, the size of this sector increased rapidly. Public transport is considered to be a backbone for the development of the regions of the state, most of the state government in our country, monopolized the operation of the transportation. The public transport system which was operated by the government through the corporation was not thought to be an activity to generate the financial profits.

The road transport sector has grown significantly during the past five decades. Road transport has deep linkages with the rest of the economy and a strong multiplier effect. Transport is essentially derived demand depending upon the size and structure of the economy and the demographic profile of the population. The greater the share of commodity producing sectors like agriculture and manufacturing, higher is the demand for transport, but a higher share of mobile population/ labor force in the total population is likely to increase demand for transport.

Himachal Road Transport Corporation, a state level government undertaking has played an important role in social and economic development of the state. After the formation of Himachal on 15th July 1948, the network of roads had received most top priority to the government. At present, the road network is widely spread in Himachal. In 1974, total routes operated by HRTC were 379 which have grown to 2122 in 2014-15 and the fleet strength has grown 1957+17 attached in 2014-15. The bus remains the state mode of passenger transportation in the state as the railway has a negligible presence in the state. The narrow gauge lines connecting Pathankot with Jogindernagar and Kalka with Shimla are so slow moving that a very small percentage of caring the passenger traffic on the bus transport.

The need for study arises due to a number of reasons as it is one of the biggest public sector units of the state. Secondly, it occupies every important place in the economic development of Himachal Pradesh. Therefore, it becomes all the more important to study on the "Management of Transport Sector in Himachal Pradesh: A Study of HRTC."

OBJECTIVES OF THE STUDY:

The evaluation of the organization will be several objectives such as measuring the current performance to serve as a medium for further course of action. It is used for a

worthy organization contributing to the objectives for which it has been created. In the review of literature on public sector undertakings, it is clear that no systematic and empirical study covering the major aspects such as financial, economic and social, etc. The proposed research work is an attempt to suggest certain necessary changes and to modify certain operational policies. The following objectives will be visualized for the proposed research work:

Tabular form of objectives of the study

Sr.No.	Objectives	Indicators
1.	To examine the organizational structure and working of H.R.T.C.	Powers and duties of officers and employees,procedures and norms followed in the corporation,documents and information held by the corporation,boards,committees and other bodies,budget, purchases by divisional stores,purchases at unit level,higher division or managerial staff,the administrative or office staff,operating staff,the mechanical staff,fleet utilization,fleet strength,passengers carried and kelometeres operate,operational perform,capital productivity,man-power productivity,feul conservation,break-down and accidents,staff strength,services workshops,inspection,testing of spare parts
2.	To study the personnel administration of the corporation with particular reference to personnel policies	Recruitments,posting,promotions,training programmes,overtime reward salary,directory of officers and employees with their monthly remuneration on gross salaries,importance given to human resource development practices by the top management, positive attitude towards development of employees,career planning policies,job satisfaction,effective welfare and development activities,increasing competencies and motivation of employees,increasing team spirit,maintaining collaboration with each other,effective training programmes,maintaining better relationship between superior and employee,effective communication and feedback etc.
3.	To evaluate the operational performance of H.R.T.C.	Organizational efficiency,effectiveness,environmental responsibility such as cycle time,productivity,traffic performance,quality of services,service station/workshops,average

		traffic revenue,vehicles,coverage per day(kms),staff ratio per bus,labour welfare
4.	To examine the services being rendered by the H.R.T.C.	Fare structure and concessions,facilities available to citizens for obtaining information,reservation toward the child,handicapped and and women,senior citizens,first aid,feeder services,concessional travelling is available to government employees,students and police personnel,providing better bus services like Volvo,ordinary deluxe,jnnurm(local),luxury coach air conditioned buses,concession travel facility,online booking,reseravation etc
5.	To conclude and suggests there of for improving the working of corporation under study.	

HYPOTHESIS FORMULATION:

A hypothesis in statistics will be simply a tentative statement about the population. The hypothesis will be a supposition made as a basis for reasoning. The hypothesis are constructed in such a manner so that if one hypothesis will be accepted the other is rejected and vice-versa. Keeping in the view the objectives of the study the following hypothesis will be formulated & are to be tested:-

1. Testing the level of significant difference between the awareness of employees working in HRTC

H0: There is no significant difference between the level of awareness among the employed.

H1: There is a significant difference between the level of awareness among the employees in an organization.

2. Testing the level of significant relation between demographic variables of respondents with a satisfaction level of respondents.

H0: There is no significant relationship between demographic variables of respondents with a satisfaction level of respondents.

H1: There is a significant relationship between demographic variables of respondents with a satisfaction level of respondents.

SCOPE OF THE STUDY

The proposed study deals mainly with the "Management of Transport Sector in Himachal Pradesh with special reference to HRTC." An attempt will be made to study the whole organization in respect of utilization of men, money, material as well as other organizational resources of the corporation. The time period for the study will be from 2005-06 to 2014-15. Proposed will be mainly examine the performance of public sector corporations with special reference to Himachal Road Transport Corporation. Further, it will be sought to analyze various factors affecting the organization and profitability of the organization and operation of Himachal Road Transport Corporation.

RESEARCH METHODOLOGY:

Methods of research are determined by the theory of the topic under study, the objectives of the study and research of the investigation. In this sampling procedure, method of data collection and data analysis will be discussed. The data required for the study will be collected from primary as well as secondary source.

PRIMARY DATA:

To review the personnel policies and practices relating to various personnel management functions of the corporation. The primary data will be collected thought convenience sampling method. For this purpose questionnaire will be prepared. In order to get the correct information personnel interview of the some of the passengers/commuters will also conducted taking into consideration of the availability of time and availability of other resources whatever need arose.

a) **QUESTIONNAIRE:**

For this study a questionnaire will be prepared by Considering all parameters related to the satisfaction level of the passengers and questionnaire to the employees of the HRTC.

b) SAMPLING PLAN:

Sampling is an effective step in the collection of Primary data will be a great influence on a quality of results. The sampling plan includes the population sample size & sample design.

c) POPULATION:

The population of the study includes various Categories of passengers/commuters of HRTC i.e. students, employees, businessman & others.

d.) SAMPLE DESIGN:

i). sample design for customers/passengers

The entire area where the buses of HRTC are plied will be the universe for the proposed study.All the persons who uses the services of HRTC will be the population.

Multi-stage sampling will be used to procure information from the population. At the first stage,the entire operating area of HRTC will be divided into four divisions. At the second stage,from each division,a quota of 50 passengers will be taken. Finally,passengers will be selected by using judgement sampling covering all types of people such as commuters covering students,medical/salesrepresentatives, people working within the victinity of 25 to 30 kilometers from a particular place.

Thus, the sample for the proposed study will constitute 200 respondents.

ii). Sample design for the employees

Particulars	**No.of employee**	**sample size (5%)**
Administrative staff (white collar)	1333	67
Operational staff (khaki collar) (Drivers/conductors/add.cond)	5826	291
Repair and maintenance (blue collar) (workshop staff)	1476	74
total	8635	432

The quota of 432 people will be taken out of the total population of employees about 8635 of four divisions of HRTC i.e. 67 (5% of 1333) administrative staff, 291 (5% of 5826) operational staff and 74 (5% of 1476) repair and maintenance will be covered in the proposed study.

SECONDARY DATA:

Secondary data are those which are collected by some other agency & are available in publications, such as reports, annual reports, magazine & profits & performance obtained from published or unpublished sources. The main sources of secondary data will be annual report published by Himachal road Transport Corporation, profile & performance of STU's published by CIRT Pune, in specialized journals.

Therefore, to make the study more analytical & scientific & to arrive at a definite conclusion the secondary data will be collected from:-

1. Annual report of H.R.T.C.
2. Profile & Performance of STU's by CIRT Pune.
3. Publication of Directorate of Economic & statistics.
4. Administrative Report of Department of Transport.
5. The journal's published by "Indian journal of transport managements".
6. Proceeding of various committees of Parliaments & State Legislature.
7. Right to information Act-2005.

ANALYSIS AND INTERPRETATION OF DATA:

Consistent with the objectives of the study, different techniques will be used for the analysis of data. The details of tools and techniques will be elaborated in following para:

A. Mathematical Tools;

B. Statistical Tools;
C. Graphical Representation.

A). **Mathematical Tools:**
In the proposed study,the data collected will be analyzed with the help of mathematical method such as Percentage method and simple average method where needed.

B). **Statistical Tools:**
The statistical method which will be used in study are- weighted Arithmetic Mean, Standard Deviation, Skewness, Kurtosis, Chi- square test will be done as per the nature and availability of data.

C). **Graphical Representation:**

Graphical representation helps in better understanding of figures and trend.

TENTATIVE SCHEME OF CHAPTERIZATION

CHAPTER 1:	INTRODUCTION
CHAPTER 2:	REVIEW OF LITERATURE
CHAPTER 3:	RESEARCH DESIGN
CHAPTER 4:	HIMACHAL ROAD TRANSPORT CORPORATION BUS SERVICES: ORGANIZATIONAL SET UP
CHAPTER 5:	PERSONNEL ADMINISTRATION
CHAPTER 6:	ANALYSIS AND INTERPRETATION OF DATA REGARDING PASSENGER SATISFACTION
CHAPTER 7:	SUMMARY, CONCLUSION AND SUGGESTIONS
	BIBLIOGRAPHY
	APPENDIX

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